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RESTRUCTURING OF THE ECONOMIC AND SOCIAL SECTORS OF
THE UNITED NATIONS SYSTEM

JOINT INSPECTION UNIT

Relationships between the Director-General for Development
and International Economic Co-operation and entities of the
United Nations Secretariat

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Relationships between the Director-General for Development and International Economic Co-operation and entities of the United Nations Secretariat" (JIU/REP/81/9).

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RELATIONSHIPS BETWEEN THE DIRECTOR-GENERAL
FOR DEVELOPMENT AND INTERNATIONAL ECONOMIC
CO-OPERATION AND ENTITIES OF THE UNITED
NATIONS SECRETARIAT

Prepared by

Mark E. Allen
Alfred N. Forde
Earl D. Sohm
Miljenko Vuković

Joint Inspection Unit

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Geneva

July 1981

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I. INTRODUCTION

1. General Assembly resolution 32/197 of 20 December 1977, entitled "Restructuring of the economic and social sectors of the United Nations system", is the first basic legislation for the restructuring of the United Nations system designed to make it "more fully capable of dealing with problems of international economic co-operation and development in a comprehensive and effective manner" and "more responsive to the requirements" of the New International Economic Order and the Charter of Economic Rights and Duties of States. The Secretary-General has submitted progress reports to inter-governmental bodies on the implementation of this resolution every year since the 32nd session and these have led to other inter-governmental decisions.

2. Paragraph 64 of the Annex to resolution 32/197 deals with the appointment of a Director-General for Development and International Economic Co-operation who, under the authority and direction of the Secretary-General, is to be in charge of:

"(a) Ensuring the provision of effective leadership to the various components of the United Nations system in the field of development and international economic co-operation and in exercising overall co-ordination within the system in order to ensure a multi-disciplinary approach to the problems of development on a system-wide basis;

(b) Ensuring, within the United Nations, the coherence, co-ordination and efficient management of all activities in the economic and social fields financed by the regular budget or by extra-budgetary resources."

The footnote to sub-paragraph (b) elaborates as follows: "This applies equally to all services and organs within the United Nations without prejudice to their respective spheres of competence or terms of reference as contained in their relevant legislative mandates."

3. In 1978, under resolution 33/202, the Assembly affirmed *inter alia* that the Director-General should be "fully and effectively utilized" in the execution of the functions mentioned above, and should have "fully and effectively authority over all services and organs within the United Nations at the level of the secretariats in the economic and social sectors, without prejudice to their respective spheres of competence or the terms of reference as contained in their relevant legislative mandates...".

4. These two texts are the main legislative basis for the work of the Director-General. His duties and the ways in which he is to carry them out have been elaborated in various reports by the Secretary-General, notably documents A/33/410 Rev. 1 and A/35/527, and have also evolved in a pragmatic and ad hoc fashion. It was natural that this approach should be adopted at first in a complex organizational structure and in a situation where the extent of the Director-General's authority was insufficiently specified. The Inspectors believe that the time has come, however, when the extent of his authority and the procedures to be used in executing his duties and functions should be more precisely laid down.

5. There is an important difference between the Director-General's functions in sub-paragraph 64(a) of the Annex to resolution 32/197 and those in 64(b). The functions in 64(a) apply to the whole United Nations system. Those in paragraph 64(b) apply to all services and organs within the United Nations itself.

6. In 1980 the Committee for Programme and Co-ordination (CPC) adopted a proposal, subsequently endorsed by ECOSOC and the General Assembly, that the

General Assembly should consider examining the implementation of resolution 32/197 and the progress made in the restructuring of the economic and social sectors of the United Nations system. It requested the Joint Inspection Unit to participate in this examination, and in another resolution (35/223) the General Assembly requested that JIU, in establishing its work programme for the implementation of the recommendations of CPC, be guided by the priorities identified in General Assembly resolution 35/203.

7. This report does not deal with the Director-General's functions in relation to the specialized agencies. It deals only with his functions relating to ensuring coherence, co-ordination and efficient management in the economic and social fields and those concerned with the provision of effective leadership in development and international economic co-operation within the United Nations proper. The JIU has also adapted its future work programme to include a series of reports on various aspects of the implementation of resolution 32/197. Details of the origin of this study and the future JIU work programme concerning resolution 32/197 will be found in the Annual Report of the JIU for the period July 1980-June 1981 (A/36/34).

8. The Director-General's functions in relation to the United Nations have been discussed in various documents and are listed in the Annex. But the list, long as it is, cannot be considered as exhaustively defining all his functions. "Ensuring the provision of effective leadership" calls for intangible qualities that defy the listing process, such as initiative and vision; yet it is in these that the chief significance of the Director-General's functions are to be found. Leadership can and should be exercised in fresh forms responding to situations as they develop. The existing documents give heavy and continuing responsibilities to the Director-General to elaborate and see to the application of all the major policy decisions of the General Assembly in the economic and social fields: the overall policies and strategies envisaged by the New International Economic Order and by extension the International Development Strategy for the Third Development Decade; operational activities for development; economic, technical and other co-operation among developing countries; the promotion of a multi-disciplinary approach to development; the planning process; and numerous others. It is in relation to these matters of broad concern that the Director-General's leadership is most valuable. It will probably have to be exercised in accordance with needs and opportunities which he himself may well be the first to see, and in ways that cannot always be codified in advance.

9. It is the purpose of this report to suggest ways to permit the more effective implementation of resolution 32/197 as regards the United Nations itself. In the view of the Inspectors, this requires a clearer specification of the authority of the Director-General, improved methods and procedures under which he can use his authority, and the co-operation of all of the heads of secretariat entities concerned, so as properly to discharge the will of the General Assembly. It also requires efforts by governments to reach a consensus on major issues and to adopt consistent positions in the various inter-governmental bodies. The Inspectors do not consider the methods and procedures they suggest to be inflexible: they are intended as a framework. It will be for the Director-General to use any of the measures proposed as he sees fit. Clearly the spirit in which co-operation takes place between the Director-General and the UN entities will be an important factor and some flexibility will be necessary to ensure that the initiatives of entities are not restricted.

10. The Inspectors express their appreciation to the Secretary-General, the Director-General and many senior officials for the most valuable observations they offered during the course of this study.

II. FUNCTIONS AND AUTHORITY OF THE DIRECTOR-GENERAL

11. In adopting the restructuring and related resolutions, the General Assembly made it clear that the Director-General was to work under the authority and direction of the Secretary-General. The Secretary-General is no doubt one of the busiest executives in the world. In the economic and social fields alone, there are some 24 entities in the United Nations Secretariat headed by Under or Assistant Secretaries-General or persons of equivalent rank and concerned wholly or partially with economic and social questions. (In this report "entity" is used as a generic term to mean the departments, offices, programmes, services, conferences and organs within the United Nations. A list of the 24 entities is at the end of the Annex). The control and guidance which the Secretary-General can personally provide for such a large number of entities (the heads of most of which now report directly to him) is limited, particularly when his other major responsibilities are considered.

12. The functions of the Director-General listed in the Annex have emerged from decisions of the General Assembly and their application by the Secretary-General. The Director-General's basic function is to assist the Secretary-General, in the economic and social fields, in carrying out his responsibilities as chief administrative officer. The Director-General is responsible for ensuring the provision of effective leadership to the various components of the United Nations system in the field of development and international economic co-operation. He is also responsible for ensuring coherence, co-ordination and efficient management within the United Nations, and for performing other continuing and ad hoc tasks as assigned to him by the Secretary-General. He serves as the main link in the economic and social fields between the central United Nations inter-governmental machinery and entities of the United Nations and the United Nations system, and has both substantive policy and overall management responsibilities.

13. These duties indicate the need for conferring the necessary authority on the Director-General to enable him to exercise the responsibilities placed on him in the economic and social fields. This requires that the authority of the Director-General in assisting the Secretary-General to guide and supervise this work be clearly specified and made known to all concerned.

A. Effectiveness of present arrangements

14. During the three-year period since the Director-General was appointed, he and his Office have moved forward in both the policy and management areas. In the policy area, the analytical report on progress made in establishing the New International Economic Order (A/S-11/5 of 7 August 1980) and the report for the first policy review of operational activities (A/35/224 of 9 June 1980) have provided an overview of the implications and content of the NIEO and the main policy issues facing the United Nations development system, together with specific guidelines for further action. The statements of the Director-General within and outside the United Nations and his initiatives in inter-governmental bodies are leading towards a coherent policy framework at the Secretariat level for translating broad inter-governmental directives into more specific guidelines. They are also establishing a basis for greater substantive contributions by the Secretariat to future inter-governmental negotiations on development issues.

15. At the management level, the Director-General has promoted greater Secretariat responsiveness and follow-up to the evolving restructuring decisions of the General Assembly. His responsibility for the new system of resident co-ordinators is being exercised so as to bring greater coherence of action at the country level, and enhance the contribution and responsiveness of the operational activities to the overall strategies and policies set by the General Assembly and other major

inter-governmental bodies. In addition, the Director-General has provided an instrument for resolving various jurisdictional issues and for evolving co-operative arrangements for carrying out work programmes and for the preparation of the programme budget and the medium-term plan.

16. In areas which straddle policy and management the facilities of the Office of the Director-General should reduce the need for extensive new Secretariat machinery for such tasks as co-ordination of measures for the new international development strategy, support to the global negotiations on international economic co-operation for development, and the co-ordination of preparations for ad hoc conferences. The Director-General, in close co-operation with the Office for Programme Planning and Co-ordination of DIESA, has placed particular emphasis on translating central inter-governmental directives into plans and programmes: the 1980 guidelines for the next medium-term plan, preparation of the introduction to the plan, and participation in the CPC in-depth review of the planning process should change the plan from an aggregative document to one which reflects an overall concept of the role of the United Nations and its contribution to the priority requirements of Member States.

17. This combination of responsibilities for substantive policy and management is a distinctive feature of the Director-General's functions and helps ensure that management and substantive decisions in the Organization are mutually supportive. The Inspectors have noted that a deliberate attempt has been made to develop these two aspects of the Director-General's responsibilities in a balanced way. The Inspectors believe that these considerations, as well as the activities described above, demonstrate that the basic purpose of restructuring can be given practical effect. However, while the Director-General's responsibilities are broad and complex (see Annex), the authority, methods and procedures available to him for carrying them out are ill-defined. The Inspectors have had contacts through interviews and correspondence with nearly all the 24 entities concerned with economic and social questions. The general impression gained, with some major exceptions, is that the provisions of resolutions 32/197 and 33/202 regarding the authority of the Director-General are not yet sufficiently in force. The pragmatic approach to defining the Director-General's authority and the methods and procedures in use for facilitating his relationships with entities have not worked uniformly. The following examples (paragraphs 18 to 21) demonstrate that in order to come closer to achieving the objectives of the General Assembly, it is now necessary to replace the ad hoc approach with carefully specified authority, methods and procedures.

18. Although the General Assembly entrusted the Director-General with ensuring effective leadership and having full and effective authority over all entities within the United Nations at the level of their secretariats in the economic and social sectors, the heads of many of these entities only occasionally report to the Director-General or consult with him prior to reporting directly to the Secretary-General on matters relating to the Director-General's responsibilities. Document A/35/527, paragraphs 22 and 24, acknowledges that the reporting arrangements have not, in general, functioned as effectively as had been expected and that the arrangements need to be adjusted. The Inspectors agree.

19. Although the Office of the Director-General has been kept small on the assumption that other entities would carry out assignments as instructed by the Director-General, this has not worked well. The Director-General does not yet have the required authority to ensure that, when needed, entities do work required by his mandate.

20. Clearance procedures at present concern mainly documents for the General Assembly and ECOSOC and take place too late to be fully effective. Documents

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and statements for other inter-governmental bodies, even when they contain major policy proposals, are usually not cleared with the Director-General.

21. Traditionally throughout the United Nations system the use of extra-budgetary funds depends more on the initiatives of recipient and donor countries than on policies and controls from central inter-governmental bodies. The Director-General's influence on the planning of extra-budgetary projects and the use of extra-budgetary funds is also limited and is exercised mainly through his reports on the policy reviews of operational activities.

B. Provision of instructions and guidance by the Secretary-General

22. The Director-General carries out his functions under the authority of the Secretary-General. For this reason, and because of the importance, volume and complexity of issues in the economic and social fields, it is necessary that the provision of instructions and guidance by the Secretary-General to him be facilitated.

23. The Director-General should meet with and report to the Secretary-General periodically as circumstances require on major outstanding issues and obtain instructions and guidance. The Secretary-General or the Director-General might invite other officials to be present depending upon the subjects of discussion. After each meeting, the Director-General would issue instructions reflecting the decisions taken.

C. Clarification and specification of the authority of the Director-General

24. Ensuring the coherence, co-ordination and efficient management of activities in the economic and social fields within the United Nations, as envisaged by the General Assembly, requires that the authority of the Director-General be clarified and specified. This authority, which is to be found in resolutions of the General Assembly (particularly 32/197 and 33/202) and in the series of documents on restructuring presented to the General Assembly by the Secretary-General, is somewhat vague (see list at the end of the Annex). It is important that the Director-General's authority be commensurate with his functions as determined by the General Assembly and the Secretary-General. Only in this way can he properly be held accountable for the exercise of his responsibilities.

25. Much remains to be done to clarify and specify the authority needed by the Director-General to permit him to "have fully and effectively authority over all services and organs within the United Nations at the level of the secretariats in the economic and social sectors ..." (resolution A/33/202, Section IV, paragraph 5(c)). The Inspectors indicate below specific areas of authority that they believe should belong to the Director-General on a continuing basis. For each of these the Director-General should be empowered to take any necessary initiatives and decisions and issue instructions to the entities concerned, subject only to the instructions and guidance he receives from the Secretary-General and the directives of the General Assembly.

26. Under the direction of the Secretary-General and to assist him in the discharge of his responsibilities for international economic and social co-operation and, as appropriate, acting on his behalf, the Director-General should have authority to, inter alia:

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Coherence and co-operation

- (a) Co-ordinate the inputs of all entities in support of inter-governmental discussions and negotiations on development issues in the General Assembly and ECOSOC or under their auspices, including the global negotiations. Ensure a concerted position by United Nations entities in the ACC machinery and clear related documents prepared by the United Nations.
- (b) Promote a coherent multi-disciplinary approach to development by the secretariats of entities through consultation and co-ordination and decide on any required consequential action.
- (c) Decide, after consultation with the heads of entities concerned, on jurisdictional issues and the establishment of co-operative arrangements as well as the administrative and budgetary consequences of such decisions.
- (d) Undertake high-level consultations with governments, specialized agencies and other relevant international bodies and non-governmental organizations to encourage co-ordination with the activities of the United Nations.

Relations with inter-governmental bodies

- (e) Approve the draft agendas of CPC, ECOSOC, the General Assembly and other inter-governmental bodies for economic and social questions, from the point of view of coherence and co-ordination. Similarly, the Director-General should clear the draft agendas of ACC and its subsidiary bodies for economic and social questions.
- (f) Represent the Secretary-General for agenda items on economic and social questions at the CPC, ECOSOC, and the General Assembly. Present as required the views of the Secretary-General orally or in writing to meetings of other inter-governmental bodies or world conferences.
- (g) Clear documents on economic and social questions addressed to the General Assembly, ECOSOC and CPC in accordance with a procedure which would identify in advance those few documents which are to be cleared in preliminary form and those in draft or final form.
- (h) Clear proposals to be submitted by heads of entities in documents or statements to their own inter-governmental bodies which affect the work of other entities or propose major innovations.
- (i) Guide and co-ordinate the Secretariat's work on the preparation and organization of special ad hoc conferences including policy proposals, and appropriate follow-up on their decisions. Review the proposed budgetary, organizational and administrative arrangements.

Programming and budgeting

- (j) Provide guidance to heads of entities for the translation of policy decisions of the General Assembly and ECOSOC in the economic and social fields into specific programmes of action and ensure that these are effectively implemented by the entities concerned, including their field offices and projects.
- (k) In relation to those parts of the medium-term plan devoted to economic and social questions, issue instructions for their preparation, and approve the final drafts. Prepare the introduction to the medium-term plan.

(l) Guide the review with the assistance of the Department of Administration, finance and Management of the submissions for the draft programme budget from entities concerned with economic and social questions taking into account the need for coherence, co-ordination and effective management as well as for conformity with legislative decisions and the medium-term plan. Present observations in consultation with the Comptroller to the Secretary-General. Clear financial implications and related submissions for consideration by ACABQ and other bodies.

(m) Ensure compliance with the planning and programme budgeting procedures adopted by the General Assembly for economic and social activities.

Operational activities for development

(n) Keep under review operational activities for development of United Nations entities to ensure the application of the policy directives of the General Assembly and ECOSOC and an appropriate relationship between operational activities and related substantive work.

(o) Promote a concerted approach to the mobilization of resources for operational activities for development.

Management questions

(p) Supervise evaluation studies in United Nations entities concerned with economic and social activities, and initiate selected evaluations.

(q) Oversee the management of entities when necessary to ensure coherence and efficiency, but otherwise leave heads of entities free to manage their programmes.

(r) Prepare the Secretary-General's comments on reports of the Joint Inspection Unit concerned with economic and social questions.

(s) Serve as a principal advisor to the Secretary-General on the appointment or renewal of appointment of heads and senior personnel of entities concerned with economic and social questions.

Availability of resources of entities to the Director-General

(t) In consultation with heads, give assignments to entities to assist the Director-General in carrying out those of his functions of concern to the entity, including both staff participation in ad hoc task forces and the preparation of written material.

(u) Establish, designate the membership, convene and preside over or designate the chairman of standing or ad hoc Secretariat committees for improving the coherence, co-ordination or efficiency of economic and social activities.

27. To date, no Secretary-General's Bulletin has codified the functions and authority of the Director-General, and there is no section of the United Nations Organizational Manual devoted to the Office of the Director-General. As a result, there is some confusion at all levels of the Secretariat regarding the Director-General's functions and authority, particularly in entities located away from Headquarters and those with their own inter-governmental bodies. The Inspectors recommend that both a Secretary-General's Bulletin and a section of the Organization Manual devoted to the Office of the Director-General be issued urgently, incorporating those proposals made in this report - and particularly those in paragraph 26 above - which are approved. Consequential changes for other entities should be introduced in the Bulletins and Manual Sections devoted to them.

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D. Reporting by heads of entities to the Director-General

28. As noted in paragraph 18, the existing arrangements under which heads of many entities concerned with economic and social questions report, for the most part, directly to the Secretary-General have not functioned effectively and are not in conformity with decisions of the General Assembly. The Inspectors recommend that heads of entities responsible for economic and social questions should report to the Director-General on all questions that fall within his competence (see Annex for list). However, each should be free to ask the Director-General to take up points with the Secretary-General in his presence at the meetings described in paragraph 23, and naturally each should continue to have access to the Secretary-General on points they consider, after consultation with the Director-General, require the Secretary-General's personal attention.

E. Status of the Director-General

29. The Director-General is appointed by the Secretary-General in full consultation with Member States. Although he is not appointed by the General Assembly, he has to exercise leadership and authority over heads of economic and social entities in the United Nations Secretariat, some of whom are confirmed or elected by the General Assembly, such as the heads of UNDP, UNIDO, UNCTAD, UNHCR and UNEP. The Director-General also has to deal on an equal footing with the heads of specialized agencies, all of whom are appointed by their legislative bodies.

30. General Assembly resolution 33/202, in Section II, paragraph 4, welcomed the intention of the Secretary-General to designate, when he is unable to preside over meetings of ACC, the Director-General to chair, on his behalf, these meetings or subject-oriented sessions devoted, for instance, to general development issues or other questions in respect of which the United Nations has a specific leadership function. However, such designation of the Director-General has not proven possible because, as the Inspectors were informed, some members of ACC cannot accept that their meetings be presided over by an official who has not been appointed by a supreme legislative body.

31. The relationship of the Director-General with senior officials of the United Nations system might be facilitated if his status more closely matched theirs. At some appropriate time the General Assembly might wish to review in this light the procedure for the appointment of the Director-General.

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III. THE DIFFERENT CATEGORIES OF ECONOMIC AND SOCIAL ENTITIES

32. In paragraphs 9 to 11 of document A/35/527 the Secretary-General points out various differences amongst the entities concerned with economic and social questions. For the purpose of this report, the main difference is the degree of autonomy that some of them enjoy by virtue of their status as organs and programmes established under Articles 7(2) and 22 of the Charter. There are also differences in functional responsibilities and geographical location and in financial status, some of the entities being financed from the regular budget and others, in varying degrees, by voluntary funds.

33. The restructuring resolutions reflect and recognize these differences. The footnote to paragraph 64(b) of the annex to resolution 32/197 indicates that the functions therein assigned to the Director-General apply "equally to all services and organs within the United Nations without prejudice to their respective spheres of competence or terms of reference as contained in their relevant legislative mandates". Similarly, resolution 33/202 in Section IV, paragraph 5(c), states that the Director-General, under the direction of the Secretary-General, "should have fully and effectively authority over all services and organs within the United Nations at the level of the secretariats in the economic and social sectors, without prejudice to their respective spheres of competence or the terms of reference as contained in their relevant legislative mandates, in discharging the functions envisaged in paragraph 64(b) of the annex to General Assembly resolution 32/197 ...".

34. In document A/35/527, paragraph 10, the Secretary-General states that he considers that these differences, and the degree of autonomy enjoyed by each of the entities concerned, should be fully respected, and that these entities should be accorded greater administrative flexibility consistent with sound administrative and budgetary policies and in the context of an increasing measure of decentralization within the organization as a whole. At the same time he attaches importance to the need to strengthen the capacity of the Director-General to ensure the efficient management and co-ordination of United Nations activity in the economic and social fields. No doubt with a view to reconciling these apparently contradictory requirements, and (as stated in document A/35/527) in order to ensure that in exercising their responsibilities heads of entities are guided by a common framework of approaches, criteria and practices with due regard for their respective functional, geographical and legislative characteristics, the Secretary-General is establishing the consultative arrangements referred to in paragraphs 53-54 of this report.

35. It appears, however, that the situation with regard to the Director-General's relations with entities which enjoy a degree of autonomy is not fully satisfactory, and that the consultative arrangements have not yet had the effect desired. In particular, uncertainty has been expressed to the Inspectors by certain heads of entities, particularly those reporting to their own specialized inter-governmental bodies, about the extent to which they come under the authority of the Director-General. This uncertainty is not peculiar to relationships with the Director-General. It also characterizes relations between these entities and the Secretary-General, ECOSOC and the General Assembly itself. There is a certain fragmentation of authority.

36. In this connection, it is important to recognize that, without detracting from its own broad powers and functions, the General Assembly has itself authorized several inter-governmental bodies to participate in the policy-making process and in the formulation, review and approval of their own programmes and budgets. Moreover, there are wide variations in the degree of such participation. In many instances the participation of inter-governmental bodies consists partly

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of the provision of policy orientation, by way of recommendations, resolutions or decisions, which are thereafter translated by the entities concerned into specific work programmes, and partly of the review of programmes and the submission of views thereon. In some of these cases, such as the Commission on Transnational Corporations, UNCTAD's Trade and Development Board, UNIDO's Industrial Development Board and UNEP's Governing Council, the participation of inter-governmental bodies extends to the detailed discussion and approval of work programmes. In a few cases, particularly UNICEF and UNDP, the subsidiary inter-governmental bodies are empowered to approve not only work programmes, but also the related budgetary proposals for the Secretariat.

37. The discharge by these inter-governmental bodies of the varying responsibilities just mentioned calls for direct interaction between them and the heads of the Secretariat entities concerned with the preparation and execution of their respective work programmes. To that extent a measure of direct responsibility exists between the heads of these Secretariat entities, subject to the overall authority of the Secretary-General, and the respective inter-governmental bodies. It is this factor that on occasion has given rise to uncertainties regarding the scope of the Secretary-General's authority in this context. It is not surprising therefore that the same uncertainties should, sometimes arise in connection with the Director-General's responsibilities and authority.

38. The Inspectors believe that the physical location of an entity, at or away from Headquarters, is not a major factor influencing relationships with the Director-General. With suitable logistics and communications the problems of physical location can be attenuated. The current rhythm of travel is sufficient to establish and maintain personal contacts. Communications, though presenting some problems, are sufficient for maintaining the required contact.

39. With regard to differences in financial status, it was noted in paragraph 21 that the Director-General's influence on the planning of extra-budgetary projects and the use of extra-budgetary funds is limited at present. Since extra-budgetary funds now exceed those of the regular budgets and since resolution 32/197, paragraph 64(b), gives the Director-General responsibility for all activities in the economic and social fields whether financed by the regular budget or extra-budgetary resources, his authority in this area should be strengthened.

40. However, the differences between the entities in degree of autonomy and functional responsibilities are significant. Nevertheless, they need not detract from or hamper the carrying out of the functions of the Director-General as decided by the General Assembly, provided that their implications are understood and taken into account.

41. It is necessary in the first place that the Director-General should be recognized by all concerned as the means whereby the Secretary-General for the most part carries out his responsibilities in the economic and social fields. The Director-General should in this context also be seen as the main facility available to the General Assembly for the effective preparation and implementation of its policies and priorities in the economic and social fields, in much the same way as the heads of the secretariats referred to above are the instruments for the preparation and implementation of the decisions of their respective inter-governmental bodies. It is of course equally necessary that in exercising his responsibilities, the Director-General should pay due regard to the legislative and functional characteristics of each of the Secretariat entities coming within his purview. In this connection, the Inspectors have noted that the Director-General has stated as a basic position in his reports and statements that the establishment of subsidiary organs under Articles 7(2) and 22 of the Charter reflects policy considerations and priorities of the General Assembly which should be fully respected. Above all, there should be a commitment on the part of all

concerned to the realization of the substantive and management goals underlying the restructuring process, of which the establishment of the Office of the Director-General is an integral part.

42. To reconcile the foregoing, the Inspectors recommend two measures which would permit the proposals made in the present report to apply equally to the relationships between the Director-General and all Secretariat entities concerned with economic and social questions.

43. The first concerns Secretariat entities which report to a specialized inter-governmental body established under Articles 7(2) and 22 of the Charter, and through it to ECOSOC and the General Assembly. The General Assembly might request the Director-General and the heads of these entities to keep the specialized inter-governmental bodies periodically informed both of progress made in the implementation of resolutions 32/197 and 33/202, and related issues, and of any decisions that may be taken by the General Assembly on the basis of this present report, with a view to ensuring their full implementation. These inter-governmental bodies should also request the Director-General to report to them in writing and/or orally on issues which they or he feel have a bearing on the implementation of the above mentioned resolutions and decisions. In addition to the recommendations regarding consultation and clearance procedures contained in Chapter IV., B. and D., the inter-governmental bodies should whenever appropriate specifically call for the views of the Director-General on proposals originated by, or made to them which introduce major policy innovations or which affect the work of other entities within the United Nations. This would help to ensure that the inter-governmental bodies had all the elements needed for their consideration of important issues and would contribute to the coherence and co-ordination of activities, particularly those concerned with policy issues within the framework of the New International Economic Order.

44. The second measure concerns entities whose programmes deal with economic and social questions but also include other substantive matters, such as UNHCR, UNITAR, UNICEF, and UNDRO. Since the boundary between these types of activities is often unclear, the Director-General should determine with the head of each Secretariat entity concerned those parts or aspects of its programme which fall within the responsibility of the Director-General. This determination would be submitted to the Secretary-General for approval and would also be sent for information and any comments to the appropriate inter-governmental bodies. The Director-General would thereafter exercise leadership and authority in the relevant areas of the programme in the same way as for other entities.

IV. GENERAL METHODS AND PROCEDURES OF THE OFFICE OF THE DIRECTOR-GENERAL

45. The general methods and procedures which permit the Director-General to carry out his functions have not as yet been fully defined. The reason for this is largely the uncertainty concerning the Director-General's authority: clearly-expressed authority is, of course, a prerequisite to the introduction of methods and procedures for using the authority. An additional factor is that the functions of the Director-General were introduced in an already complex organizational structure whose methods and procedures were not designed for functions which cut across entity boundaries. The Secretary-General stated in his first progress report that further elaboration of functions for the Director-General would be needed, and it was natural that mainly "pragmatic" methods should be tried at first to gain experience. While a number of procedures have gradually evolved during the past few years, the time has come when more systematic methods and procedures are needed if the functions of the Director-General are to be carried out.
46. In this Chapter, general methods and procedures are suggested to facilitate the carrying out of the functions of the Director-General in relation to other entities. Many of these proposals would require authority to be conferred on the Director-General along the lines suggested in Chapter II.
47. These proposals have been guided by the following two principles:
- (a) Whenever possible the Office of the Director-General should apply existing procedures, with any necessary modifications, rather than introduce new procedures with the risk of increased complexity and added burdens for the entities concerned.
 - (b) Methods and procedures should aim at enabling the Director-General to carry out his functions effectively while imposing the minimum additional burden on entities for such questions as reporting, clearance and consultation. Management by exception techniques should be applied so that routine matters, matters of concern to one entity alone and activities which are proceeding satisfactorily would normally not require the intervention of the Director-General.
- A. Annual work plan to be prepared by the Director-General
48. The functions of the Director-General are numerous and broad, but they do not each require the same intensity of work each year. This depends on the decisions and priorities adopted by the General Assembly and other inter-governmental bodies and the instructions of the Secretary-General. The complexity of the Director-General's activities requires that they be planned.
49. In order for the Director-General to be able to carry out his responsibilities fully he requires contributions from many of the entities of the United Nations Secretariat. This should be made known to them in an orderly way so that each entity can plan its work in good time. The Director-General already approves a list of entities responsible for the execution of General Assembly and ECOSOC resolutions concerning economic and social issues following each session of these bodies. However, other initiatives are then taken throughout the year, at times without sufficient advance notice to enable the necessary consultations to take place and contributions to be made in an orderly fashion.
50. For all these reasons the Inspectors recommend that the Director-General prepare an annual work plan, preferably immediately after each regular session of the General Assembly. It could include the following items:
- (a) A description of each priority activity of concern to the Office of the Director-General during the coming year and the entities or task forces

required to co-operate in carrying it out. Routine activities and those not requiring the participation of other entities need not be included. Nor, naturally, would it be possible to include activities to resolve problems which arise during the course of a year, such as inadequate implementation of a decision of the General Assembly or a jurisdictional problem.

(b) The time schedule for the carrying out of each phase of the activity.

(c) The contributions required of other entities - nature of contributions and dates.

51. The work plan should be distributed to all entities. Since the contributions specified in the work plan will involve implementation of decisions of the General Assembly, ECOSOC and other inter-governmental bodies or the preparation of proposals to these bodies, such contributions should be included in the work programmes of the entities concerned and provided as a matter of priority. This should be more feasible than at present if entities are given adequate notice through the work plan and if the priorities are discussed and recognized during the consultation process described in B. below. The entities could also be encouraged to contribute to activities in the work plan even if they are not required to do so.

52. The work plan should be monitored as the year progresses by the Office of the Director-General and the concerned entities to ensure that activities are moving forward as planned and that adaptations are made to accommodate new activities or changing circumstances.

B. Consultative arrangements

53. In his 1980 progress report, the Secretary-General cited the importance of strengthening the capacity of the Director-General to ensure efficient management and co-ordination and generally enhance the coherence of United Nations activities and responsiveness to the policy guidelines of ECOSOC and the General Assembly. To this end, he announced his intention to institute consultative arrangements involving an annual meeting of the Secretary-General with senior officials to review relevant developments, issues and inter-governmental body decisions; a consultative group chaired by the Director-General with the concerned entity heads to review and follow-up on policy issues; and a senior secretariat advisory group on planning, programming and budgeting issues (A/35/527, paragraphs 9-20).

54. These three groups met for the first time in a combined meeting in April 1981 in Geneva. It is to be hoped that in the future an orderly cycle of meetings along the lines discussed in A/35/527 can be established.

55. The Inspectors endorse the need for such meetings, since heads and high-level officials of many of the entities stressed to them the need for systematic, well-prepared consultations between the Director-General and entity heads, and between the Director-General's staff and lower-level officials. The Director-General also agreed that more organized consultations are needed. The meetings with the Secretary-General suggested in paragraph 23 and the meetings which now take place between the Director-General and the Executive Secretaries of Regional Commissions would be a part of these consultative arrangements.

56. The consultative meetings chaired by the Director-General might take place two or three times a year and smaller, less formal meetings could be held when needed. The logistics of these meetings will have to be carefully planned to ensure that the heads of entities or their deputies can attend. For example, the meetings could precede or follow sessions of ECOSOC or ACC. Agendas for the meetings should also be directly related to the priority concerns of the General

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Assembly. The Director-General's meetings with the Executive Secretaries of the Regional Commissions could precede or follow the broader meetings.

57. In addition to direct personal contact between the Director-General and heads of entities, each entity should appoint a senior official, preferably the deputy head, for liaison with the Office of the Director-General. For the larger entities additional liaison arrangements may be needed. A member of the Director-General's Office who follows a particular programme sector should be responsible for liaison with each entity. This would permit a continuing exchange of views and information and a mutual understanding of issues of concern to both.

58. The Director-General's staff should meet with all or some of the liaison officers of the entities when the need arises. The primary concern of these meetings would be co-ordination and co-operation.

C. Reporting arrangements

59. The Inspectors propose in paragraph 28 above that heads of entities in the economic and social fields should report to the Director-General on all questions that fall within his competence. As noted in paragraph 18, the present reporting arrangements have not functioned as effectively as had been expected, in that the entities have only occasionally kept the Director-General informed or reported to him or through him.

60. Written reporting procedures should be strengthened to ensure that the Director-General is aware in good time of questions that may require his intervention. The basic objective is to ensure that he has the information he needs without unduly burdening entities and without submerging his Office in a mass of undigested or marginal information. In the absence of a management information system in the United Nations, the necessary information should be provided as follows:

(a) The Office of the Director-General should receive as a matter of course readily available reports and documents of inter-governmental bodies in the economic and social sectors, whether meeting at or away from Headquarters.

(b) Entities should keep the Office of the Director-General informed on a regular basis of the results of major meetings for which they are responsible, and on major forthcoming meetings and issues involved. When necessary, a covering note to the relevant reports or documents identifying specific issues which may require the attention of the Director-General should be provided.

(c) Information that the Director-General may require ad hoc should be obtained through the liaison mechanism proposed in paragraph 57. Such information should be requested with restraint, but it should be provided in priority by the entities concerned.

(d) The Office of the Director-General should be linked with the existing reporting processes, particularly those concerning programme performance. The staff members of the Office who are responsible for liaison with specific entities should also maintain liaison with the budget and finance officers who are responsible for the same entities. They should receive copies of major reports and memoranda prepared by the budget and finance officers.

D. Clearance of documents

61. At present most documents for ECOSOC and the General Assembly are submitted to the Director-General for clearance at the last moment, just before they are

to be printed and usually when they are already late. This normally leaves not more than 24 hours for clearance. Documents for other intergovernmental bodies are rarely submitted for his clearance.

62. This does not allow the Director-General adequately to fulfil his responsibilities for the orientation and co-ordination of Secretariat inputs to the central inter-governmental bodies and for monitoring the follow-up and implementation of General Assembly and ECOSOC resolutions. It is important that he approve documents for inter-governmental bodies, and statements, which propose policy innovations or which contain programme or institutional proposals of interest to several entities. In his 1980 progress report, the Secretary-General stated his intent to establish procedures through the Director-General to ensure a general oversight of those secretariat submissions with United Nations-wide policy and institutional implications, those affecting co-ordination and relationships, and those affecting the mandates and policy orientations of individual entities which therefore have a direct bearing on the overall thrust and coherence of United Nations activities (A/35/527, paragraph 15). The following procedure should be used to help to ensure that the Secretary-General's intent can be given practical effect.

(a) ECOSOC and General Assembly documents: after each session of the Assembly, when the Director-General approves the list of entities responsible for implementing resolutions, he should at the same time indicate which few documents of particular importance he wishes to be consulted on during their preparation, which he wishes to see in preliminary draft, and which he need see only in final form before they are printed.

(b) Documents for other inter-governmental bodies: Secretariat entities should clear documents and statements with the Director-General which propose major policy innovations or which contain programme or institutional proposals of direct concern to several entities. Such clearance need not concern documents which reflect normal inter-entity co-operation. The liaison officer (see paragraph 57) should assist in identifying the specific documents that require clearance.

E. Co-ordination

63. Co-ordination in the United Nations of economic and social activities suffers because there is as yet no overall indication of the areas in which co-ordination is required. The Director-General has recognized this problem and has introduced a suitable remedy in his instructions for the preparation of the medium-term plan for the period 1984-89. When the draft plan appears at the end of 1981, it will contain information on co-ordination required at three levels: at the inter-governmental level; within the Secretariat; and within the United Nations system.

64. The Director-General will then be able to take initiatives to improve the coherence of economic and social programmes through co-ordination. To this end, the Inspectors recommend that the annual work plan prepared by the Director-General specify the steps that should be taken, in accordance with the medium-term plan, to encourage or ensure the required co-ordination at the three levels. Such co-ordination should be free from burdensome and time-consuming procedures and be built upon and contribute to existing efforts.

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V. METHODS AND PROCEDURES FOR SPECIFIC ACTIVITIES

65. Specific procedures are proposed below for certain functions of the United Nations Secretariat set out in the annex to resolution 32/197. They should as far as possible be integrated with the general procedures described in Chapter IV.

A. Planning, programming, budgeting and evaluation

66. The Director-General is already supervising and controlling the preparation of the 1984-89 medium-term plan with the full assistance of the Office of Programme Planning and Co-ordination of DIESA. When approved, the plan will provide policy-related guidelines for the activities of the United Nations Secretariat. He will prepare the introduction to the plan - a major policy document dealing with, among other things, priorities. However, the role of the Director-General in reviewing the draft programme budget submissions on economic and social questions requires further clarification. Pending establishment of the new consultative arrangements discussed in paragraph 53, the Secretary-General designated the Director-General in March 1981 as Chairman of an ad hoc group of high-level officials to conduct an in-depth review of the work programme of the Organization, "with the aim of identifying those activities which might be considered obsolete, of marginal usefulness or ineffective". The Inspectors believe that the group should become a permanent body. Its work should be linked with the process of preparing the biennial programme budgets and include as well questions of priority setting, coherence, co-ordination and management and conformity with legislative decisions and the medium-term plan.

67. In a separate report prepared by the JIU (A/36/171) on the Setting of Priorities and the Identification of Obsolete Activities in the United Nations, proposals are made in recommendations 10, 11, 13, and 14 which would add to the functions of the Director-General with regard to the process of planning, budgeting, programming and monitoring of programme execution. These proposals are not repeated here but they have been taken into account in formulating the recommendations contained in this report, in particular as regards the clarification of the Director-General's authority (see paragraph 26).

68. Evaluation attempts to determine as systematically and objectively as possible the relevance, effectiveness and impact of activities in the light of their objectives, in order to improve both current activities and future planning, programming and decision-making. Evaluations can be particularly useful in conjunction with current efforts to improve the monitoring of programme execution. Some progress has already been made on evaluation. The Director-General has presided over a high-level steering committee on evaluation composed of the heads of all the concerned organizational entities. The committee has primarily dealt with specific evaluation studies by the economic and social entities and the evaluation unit located in DIESA. Recommendation 14 of the JIU report in document A/36/171 proposes that this committee become permanent and that it make judgements and draw conclusions from controversial evaluation reports.

69. The development of an internal evaluation system for the United Nations is still only in the initial stages, and the full potential of evaluation is far from being used. In two separate reports (A/36/181 and A/36/182) JIU has assessed the status of evaluation in the United Nations organizations and made proposals on evaluation systems. These reports conclude that it is now necessary to expand the use of evaluation in the United Nations with full participation by the entities concerned.

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B. Management questions

70. The Director-General's responsibility for ensuring efficient management of all activities in the economic and social fields stems from paragraph 64(b) of the annex to resolution 32/197. Ensuring efficient management is of course principally a major function of the heads of each of the entities and it would be impractical and counter-productive to dilute this responsibility by excessive central control. Heads of entities must remain responsible for the cost-effective use of funds in their part of the budget.

71. However, there are many management problems which could benefit from an informed outside review, particularly those with inter-entity implications. It is necessary first to identify these problems and then seek solutions. The identification of management problems which would call for the intervention of the Director-General could be made in five ways:

(a) An inter-governmental body could decide that the solving of a problem requires the intervention of the Director-General.

(b) The Secretary-General could instruct the Director-General to investigate a management problem.

(c) The Director-General could himself identify problems.

(d) The Under Secretary-General for Administration, Finance and Management could suggest such problems to the Director-General.

(e) A head of an entity could request the assistance of the Director-General in solving a management problem. Such a request could also come from several entity heads who have a common problem.

72. Solutions to management problems can be sought through management studies or evaluations. Each involves distinct techniques and would require the participation of specialized units in the Secretariat. Management studies address such problems as organization, staffing, and methods and procedures. They are undertaken with the assistance of the Administrative Management Service under the authority of the Under Secretary-General for Administration, Finance and Management and outside consultants as necessary. The Director-General should review the terms of reference of these studies and follow their execution. He should also ensure that appropriate action is taken as a result of the studies. One such study on aspects of the Department of Technical Co-operation for Development is now under way. But more frequent joint efforts are required between the Office of the Director-General and the Administrative Management Service on management problems in the economic and social sectors.

C. Resolution of jurisdictional issues and the establishment of co-operative arrangements

73. One of the functions of the Director-General is to promote the resolution of policy or jurisdictional differences at the Secretariat level that might arise in the process of plan formulation and elaboration. Determining which particular entity should take responsibility for specific issues and activities has proven to be a time-consuming function of the Office of the Director-General. It involves not only questions of competing responsibilities, but of jurisdictions in specific areas, mechanisms for harmonization and financial implications, all of which can require protracted negotiation.

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74. Improved coherence and co-ordination of the programme calls for the elimination of overlapping and ensuring that each activity is integrated with the set of activities to which it belongs substantively. This requires delicate judgments and careful consultations. But this function is not - and should not be - aimed solely at the avoidance of duplication or the resolution of competing institutional interests. It is to ensure that each activity is appropriately integrated with other activities with which it is substantively related, and that the available resources and experience within the Secretariat are brought together in the most effective manner in its implementation. The most suitable solution may at times be identification of a lead entity. In other circumstances it may be preferable to arrange for a sharing of responsibilities (through, for example, inter-departmental task forces) across institutional boundaries.

75. In addition to improving coherence the resolution of jurisdictional issues could prevent or slow the fragmentation of the Secretariat by resisting the creation of new units or even, when appropriate, result in the merging of some existing units when this would integrate related functions. The advantages of such an approach would be threefold: by placing related substantive functions together, it would facilitate and reduce the cost of co-ordination; it would enable the related functions better to utilize and exchange their technical achievements and experience; and it would simplify and make more economical (by permitting common supervision and support services) what has become an unwieldy secretariat structure.

76. The Inspectors recommend that the resolution of jurisdictional issues and the establishment of co-operative arrangements for undertaking activities in the economic and social field should become a continuing responsibility of the Director-General. After full consultation with the parties concerned the Director-General should decide on the issues involved and on the organizational arrangements required, including the budgetary and administrative consequences of the solutions adopted.

D. Analyses, syntheses and identification of issues of international concern

77. The pattern of relationships established by the Director-General's Office with DIESA and other entities, in connection with the work of the Preparatory Committee for the New International Development Strategy and the Committee of the Whole, are working well and should be maintained at all stages of implementation of the Strategy and the preparation and conduct of the global negotiations.

78. Building upon this, the Director-General should:

(a) Supervise the planning, co-ordination and execution of Secretariat work in support of inter-governmental bodies to be charged with the conduct of the global negotiations and the review, appraisal and adaptation of the international development strategy, and represent the Secretary-General at meetings of these bodies, as recommended in paragraph 26(f).

(b) Continue to draw on the facilities and expertise available to DIESA and other entities in the preparation of proposals, submissions and policy positions for consideration by inter-governmental bodies in accordance with proposals in paragraph 51.

(c) Develop more systematic procedures for identifying and bringing to the attention of governments emerging economic and social issues of international concern utilizing, inter alia, for this purpose the consultative arrangements referred to in paragraphs 53-57. Appropriate linkages will need to be developed

between these procedures and the annual work plan of the Office referred to under paragraphs 50-52 as well as the methods for the exercise by the Director-General of his planning and programming responsibilities referred to in paragraphs 66-67.

(d) Be consulted at the planning stages of the preparation of global economic surveys and other analyses and syntheses of development issues to be undertaken by DIESA or other entities for submission to inter-governmental bodies and provide guidance at subsequent phases prior to clearance, in accordance with the clearance procedures set out in paragraph 62.

E. Secretariat services for CPC, ECOSOC and the General Assembly

79. In paragraph 26(e) and (f) it is proposed that the Director-General be responsible for approving the draft agendas, representing the Secretary-General at meetings and clearing documents on economic and social questions considered by the General Assembly, ECOSOC and CPC.

80. It would not be physically possible for the Director-General to attend all meetings and also deal with his other complex functions. He should arrange in consultation with the chairmen of the meetings to attend or be represented at those most directly related to major items in the annual work plan referred to in paragraphs 50-52.

81. These functions have significant implications for the work of the Office of Secretariat Services for Economic and Social Matters (OSSECS), including its responsibility to co-ordinate the provision by secretariat units of substantive support services to inter-governmental bodies and the inter-secretariat co-ordination machinery, and to prepare the basic programme of ECOSOC. It is necessary therefore that there should be a particularly close supervisory relationship with OSSECS. The Director-General should supervise the services provided by OSSECS and brief meeting secretaries so that they are aware of issues of particular concern to him. The meeting secretaries should inform the Office of the Director-General immediately of any developments which might require his intervention. They should also seek his guidance on substantive questions of concern to him that might arise in the course of their technical servicing responsibilities.

F. Operational activities for development

82. The Director-General's responsibilities for providing guidance to the operational activities for development of the United Nations system also constitute the framework within which he exercises his functions vis-a-vis UNDP, DTCO, and other organizational entities involved in operational activities within the United Nations proper. At present, he carries out these responsibilities mainly through his oversight of the implementation of resolution 32/197 and his reports on operational activities for development, including the triennial comprehensive policy review reports. See also paragraph 39 in this connection.

83. The means whereby the Director-General exercises his overall responsibilities in respect of United Nations entities concerned with operational activities without involving himself with details could be strengthened in several respects. In conjunction with related recommendations set out in this report, and in order to ensure that restructuring measures regarding operational activities serve to promote the achievement of the objectives set forth in paragraph 28 of the annex to General Assembly resolution 32/197, the Director-General should:

(a) develop policy proposals regarding the general thrust of operational activities, drawing as necessary upon the staff resources of the appropriate entities;

(b) identify, with the secretariats of these entities, major issues which require the attention of the General Assembly;

(c) provide guidance for the resolution of overall management problems affecting operational activities;

(d) have the necessary authority to promote a concerted approach to the mobilization of extra-budgetary funds for operational activities for development.

84. The Director-General also has broad responsibility regarding the new system of Resident Co-ordinators who are to exercise overall responsibility for and co-ordination of the system's operational activities for development undertaken at the country level. He ensures that proposals for the designation of Resident Co-ordinators command system-wide confidence through consultations with members of ACC and with appropriate United Nations entities that have been designated executing agencies of UNDP. He also provides guidance for the manner in which the relevant inter-organizational arrangements function at the country level. Pursuant to paragraph 6 of General Assembly resolution 32/213, the Director-General, on behalf of the Secretary-General, will be consulting governments and executive heads on how best Resident Co-ordinators might be enabled to exercise their responsibilities.

85. JIU will be carrying out a separate study of the Department of Technical Co-operation for Development, and the Director-General will review the study by the Administrative Management Service of aspects of the work of this Department. These two studies are being co-ordinated. The problem of ensuring that the management of operational activities enriches and benefits from substantive support from other entities is still not fully resolved in all entities. The Director-General is concerned with this issue among others.

VI. ORGANIZATION OF THE OFFICE OF THE DIRECTOR-GENERAL

86. Paragraph 64 of General Assembly resolution 32/197 states that the Director-General should be provided with the necessary support and resources. The proposals for staffing the Office of the Director-General made in early 1979 sought to keep staff resources to the minimum and avoid a duplication of capabilities available elsewhere, while still allowing him to carry out his broad guidance, orientation and co-ordination responsibilities (A/33/410 Rev.1, paragraphs 40-47). They were based on the assumption that the Director-General could avail himself fully of the assistance of existing United Nations entities, resources and expertise through ad hoc secondments of staff and in the preparation of documentation. Three D.2, four D.1, and six P.5 posts were established along with 11 General Service posts. In early 1981, all of these posts were occupied or under recruitment, except one D.2 post.

87. The Inspectors note that the policy has been to keep the Office small and compact. This enables the Director-General to supervise closely the work of his Office and inhibits the creation of a bureaucracy which would impose unnecessary burdens on other entities. However, for this policy to succeed it is essential that the Director-General be able to call temporarily upon staff resources of other entities, as members of task forces or for other functions. These staff resources should be provided in priority over other work for the reasons given in paragraph 51. At present, co-operation of entities in providing staff resources for assignments determined by the Director-General has been uneven and for the most part insufficient.

88. Throughout this report proposals are made which if implemented would increase both the volume and level of the work of the Office of the Director-General. The ad hoc provision of staff resources by other entities would permit a greater volume of work to be carried out. Particularly in view of the additional tasks for the Office of the Director-General suggested in Chapter V., consideration should be given subject to budgetary policy to providing appropriate additional resources to the Office.

89. As regards the level and volume of the work of the Director-General himself, it seems to the Inspectors that the Director-General requires one senior assistant who could act for him when, as will often happen, there are conflicting demands on his time. The possible need for such an official to directly assist the Director-General was foreseen at an early stage, but deferred for decision until more experience could be gained (A/33/410/Rev. 1, paragraph 43). The Secretary-General referred to this question again in document A/35/527, paragraph 38, and concluded that there may be "a need for the Director-General to have assistance at a higher managerial level than is currently provided for in the staffing table of his Office.". The Inspectors agree that the principal assistant to the Director-General requires high professional attributes, in order to carry out complex assignments of great importance. The Inspectors, rather than proposing an additional post, suggest that preferably the vacant D.2 post be reclassified to Assistant Secretary-General or that a post of Assistant Secretary-General be provided by redeployment.

90. Except for the need for liaison relationships noted in paragraph 57, the organization of the Office of the Director-General is satisfactory. The Director-General has sought to use his staff flexibly, including the use of task forces to carry out specific assignments, some use of consultants to provide specialized assistance and general efforts to ensure that a broad range of expertise is applied to specific functions. The Inspectors were impressed by the competence of the staff members of the Office.

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VII. SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

91. When the General Assembly adopted resolution 32/197 in December 1977 on the restructuring of the economic and social sectors of the United Nations system and created the post of Director-General for Development and International Economic Co-operation, it assigned the Director-General broad and complex functions. Subsequently, these functions were specified further to include not only ensuring leadership within the United Nations for the coherence, co-ordination and efficient management of all activities in the economic and social fields, but also authority over all services and organs within the United Nations in the economic and social sectors at the level of the secretariats. These functions, as well as the many others assigned to the Director-General, were of course subject to the authority of the Secretary-General, and were without prejudice to the respective spheres of competence or terms of reference of the organs as contained in their legislative mandates.

92. The functions of the Director-General, the source of each function and the methods and procedures used to carry them out are described in Annex I. The authority of the Director-General needed to carry out his functions is as yet insufficiently specified and is not commensurate with the nature of the functions. It is natural that during the initial period of applying the restructuring resolution the authority of the Director-General and the methods and procedures that his authority permitted him to apply were of an experimental nature. The Inspectors believe that the Director-General's functions cannot be carried out unless:

(a) The authority of the Director-General is clearly specified, subject to the instructions and guidance provided by the Secretary-General and the policy directives of the General Assembly and other inter-governmental bodies.

(b) Methods and procedures are introduced to facilitate the exercise of authority by the Director-General.

(c) The work programme of the Director-General is selective and concentrates each year on the major policy questions identified by the General Assembly and the Secretary-General, while leaving heads of entities the necessary freedom to manage their programmes.

(d) The Director-General can in fact call upon any or all of the entities of the United Nations Secretariat to assist him in carrying out his work programme.

(e) The relationships between the Director-General and entities in the economic and social fields, including those with their own specialized inter-governmental bodies, are clarified and strengthened.

93. This report proposes measures to give practical effect to the five requirements mentioned above. It deals only with the relationships of the Director-General with entities of the United Nations itself. Subsequent reports will cover other aspects of restructuring. (See the Annual Report of the JIU for the period July 1980-June 1981 (A/36/34).)

A. Functions and authority of the Director-General

94. The functions of the Director-General stem from decisions of the General Assembly and the Secretary-General. No Secretary-General's Bulletin on the Office of the Director-General has been issued (paragraphs 24-27).

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RECOMMENDATION 1: The authority of the Director-General should be compatible with his functions and clearly specified along the lines suggested in paragraph 26. A Secretary-General's Bulletin and a section of the United Nations Organizational Manual devoted to the Office of the Director-General should be issued urgently. Consequential changes for other entities in the economic and social fields should be introduced in the Bulletins and Manual Sections devoted to them.

95. The Director-General is not appointed by the General Assembly whereas the heads of some United Nations entities are. The executive heads of specialized agencies are all appointed by their legislative bodies. At some appropriate time the General Assembly might wish to review the procedure for the appointment of the Director-General (paragraphs 29-31).

96. Once the authority of the Director-General is clarified and specified it will have to be exercised in accordance with instructions and guidance by the Secretary-General (paragraphs 22-23).

RECOMMENDATION 2: The Director-General should report to the Secretary-General periodically to obtain his instructions and guidance. Other officials might be invited to these meetings.

B. Relations between the Director-General and categories of economic and social entities

97. Many entities in the economic and social field have a degree of autonomy within the Secretariat by virtue of their status as organs or programmes established under Articles 7(2) and 22 of the Charter. Their relations with the Director-General require clarification. Some entities, while partially concerned with economic and social questions, have other functions as well, and this also needs clarification (paragraphs 32-44).

RECOMMENDATION 3: The General Assembly might request that the specialized inter-governmental bodies be kept periodically informed both of progress made in the implementation of resolutions 32/197 and 33/202 and related issues, and of any decisions that may be taken by the General Assembly on the basis of this present report, with a view to assuring their full implementation. These inter-governmental bodies should request the Director-General to report to them in writing and/or orally on such issues and whenever appropriate specifically call for the views of the Director-General on proposals before them which affect the work of other entities within the United Nations.

RECOMMENDATION 4: The Director-General should determine with the heads of each secretariat entity concerned those parts or aspects of its programme which are primarily of an economic or social character. Once this determination is approved by the Secretary-General the economic and social activities of these entities would be subject to the leadership and authority of the Director-General in the same way as for other entities.

C. General methods and procedures for the Office of the Director-General

98. The clarification and specification of the Director-General's authority would permit him to introduce methods and procedures to facilitate the carrying out of his functions. They should be simple and impose the minimum additional burden on other entities (paragraphs 45-47).

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99. Annual work plan to be prepared by the Office of the Director-General: The functions of the Director-General are broad and numerous but they do not each require the same intensity of work each year. The staff of his Office is small and should not attempt to duplicate or substitute for the technical competence of other entities but should rely upon these entities to provide required inputs. The work plan would reflect the current priorities of the General Assembly and other inter-governmental bodies (paragraphs 48-52 and 26(t)).

RECOMMENDATION 5: The Director-General should prepare an annual work plan specifying the priority activities to be carried out and the contributions that are required from other entities.

RECOMMENDATION 6: Entities of the Secretariat should contribute to the work of the Director-General as a matter of priority and provide staff resources when required.

100. Consultative arrangements: The arrangements announced by the Secretary-General to the General Assembly in 1980 are just now beginning. The Inspectors stress their importance. More liaison is required between entities and the Office of the Director-General (paragraphs 53-58).

RECOMMENDATION 7: Meetings held under the consultative arrangements should be carefully planned and their agendas directly related to the priority concerns of the General Assembly.

RECOMMENDATION 8: Each entity concerned with economic and social questions should appoint a senior official, preferably the deputy head, for liaison with the Office of the Director-General. For the larger entities additional liaison arrangements may be needed. There should be periodic meetings with the liaison officers.

101. Reporting arrangements: Pragmatic arrangements for the reporting of heads of entities to the Director-General have not functioned as effectively as expected (paragraph 59).

RECOMMENDATION 9: Heads of entities in economic and social fields should report to the Director-General on all questions that fall within his competence. However, each should continue to have access to the Secretary-General under conditions specified in paragraph 28.

RECOMMENDATION 10: To ensure that the Director-General is aware in good time of questions that may require his intervention, and without unduly burdening entities, specific written reporting procedures of four types should be introduced, as described in paragraph 60.

102. Clearance of documents: At present most documents for ECOSOC and the General Assembly are submitted to the Director-General for clearance at the last moment. This situation does not allow the Director-General adequately to fulfil his responsibilities for the orientation and co-ordination of Secretariat inputs to the central inter-governmental bodies and for monitoring the implementation of General Assembly and ECOSOC resolutions (paragraphs 61-62).

RECOMMENDATION 11: The Director-General should specify those documents for submission to the General Assembly and ECOSOC that he wishes to be consulted on during their preparation and those he wishes to clear in preliminary or only in final form. Documents

for other inter-governmental bodies which propose major policy innovations or which contain programme or institutional proposals of concern to several entities should be cleared with the Director-General. Liaison officers should assist in identifying the documents that require clearance.

103. Co-ordination: Co-ordination is now complicated by the lack of any clear indication of the areas in which it is required. The next medium-term plan will contain the necessary information (paragraphs 63-64).

RECOMMENDATION 12: In order to improve coherence of the programmes, the Director-General should indicate in the annual work plan (see Recommendation 3) the steps that should be taken for strengthening co-ordination at the inter-governmental level; within the Secretariat; and within the United Nations system.

D. Methods and procedures for specific activities

104. Planning, programming, budgeting and evaluation: Although the role of the Director-General in the preparation of the draft medium-term plan is well defined and of major significance, his role in the preparation of the draft programme budget still requires some clarification (paragraphs 66-69).

RECOMMENDATION 13: The ad hoc group of high-level officials reviewing the work programme of the organization with a view inter alia to identifying obsolete, marginal or ineffective activities should become a permanent feature of the budget preparation process, with additional functions as set out in paragraph 66.

105. Proposals are made in a separate but related JIU report (A/36/171) on the setting of priorities and the identification of obsolete activities in the United Nations (paragraph 67).

106. Some progress has been made on evaluation but its full potential is not being used. In two separate reports (A/36/181 and A/36/182) JIU has assessed the status of evaluation in the United Nations organizations and made proposals on evaluation systems (paragraphs 68-69).

107. Management questions: Although heads of entities should remain responsible for the effective management of their programmes, an informed outside review, particularly of management problems with inter-entity implications, is sometimes necessary (paragraphs 70-72).

RECOMMENDATION 14: Priority management problems in the economic and social sectors should be identified and solutions sought by the Director-General through management studies and evaluations with the co-operation of the appropriate parts of the Secretariat. The Director-General should review the terms of reference of such studies and ensure that appropriate action is taken on the results.

108. Resolution of jurisdictional issues and the establishment of co-operative arrangements: The proper resolution of jurisdictional issues can help improve the coherence of the programme and prevent or slow the fragmentation of the Secretariat by resisting the creation of new units through integration of activities (paragraphs 73-76).

RECOMMENDATION 15: The resolution of jurisdictional issues and the establishment of co-operative arrangements should become a continuing responsibility of the Director-General. After consulting the parties concerned, he should decide on the issues involved and the organizational arrangements required, including the budgetary and administrative consequences of the solutions adopted.

109. Analyses, syntheses and identification of issues of international concern: Relationships with other entities for these purposes are part of the responsibilities of the Director-General for the implementation, review, appraisal and adaptation of the international development strategy (paragraphs 77-78).

RECOMMENDATION 16: To strengthen co-ordination and coherence of work in economic and social analyses, syntheses and the identification of issues, the Director-General should apply the methods and procedures described in paragraph 78.

110. Secretariat services for CPC, ECOSOC and the General Assembly. The responsibilities of the Director-General for approving draft agendas and representing the Secretary-General at meetings of the General Assembly, ECOSOC and CPC on economic and social questions require particularly close supervisory relations with OSSECS (paragraphs 79-81).

RECOMMENDATION 17: The Director-General should supervise the services provided by OSSECS. He should brief meeting secretaries so that they are aware of issues of particular concern to him. The meeting secretaries should inform the Office of the Director-General immediately of any developments which might require his intervention. They should also seek his guidance on substantive questions of concern to him that might arise in the course of their technical servicing responsibilities.

111. Operational activities for development: At present, the Director-General carries out his responsibilities in this area mainly through his oversight of the implementation of resolution 32/197 and his reports on operational activities for development, including the triennial comprehensive policy review report. The means whereby he exercises his overall responsibilities in respect of United Nations entities concerned with operational activities for development without becoming involved in details could be strengthened in several respects. He is also exercising broad responsibilities for the implementation of the new system of Resident Co-ordinators (paragraphs 82-84).

RECOMMENDATION 18: The Director-General's exercise of his overall responsibilities in respect of United Nations entities involved in operational activities for development should be strengthened by the four measures proposed in paragraph 83.

E. Organization of the Office of the Director-General

112. The policy has been to keep the Office small and compact. The internal organization of the Office is satisfactory. However, as an additional feature, closer and more direct liaison is required with entities in the economic and social fields. The Director-General needs a high-level assistant to assist him when, as happens often, there are conflicting demands on his time (paragraphs 86-90 and 57).

RECOMMENDATION 19: Staff members of the Office of the Director-General should be assigned responsibility for liaison with each of the entities in the economic and social fields.

RECOMMENDATION 20: A post of Assistant Secretary-General should be provided in the Office of the Director-General, preferably, in the interest of economy, by redeployment or by reclassification of an existing D.2 post.

FUNCTIONS OF THE DIRECTOR-GENERAL FOR DEVELOPMENT AND INTERNATIONAL ECONOMIC CO-OPERATION

In this table the JIU has tried to list the main continuing functions of the Director-General and to group them in a logical order. A bibliography of the source documents is presented at the end of the table.

The functions are listed under four main headings: I. Basic functions; II. Coherence, co-ordination and efficient management within the United Nations; III. Leadership and overall co-ordination within the United Nations system; IV. Other tasks as decided by the Secretary-General.

For each function, the source is given as well as a brief explanation of the existing methods and procedures being used to carry it out, and any suggestions of JIU for additional authority or methods and procedures that may be required. The proposals of JIU on authority are intended as a link between the functions and methods and procedures. The proposals made by JIU in this report concern only functions of the Director-General regarding the United Nations itself and not those of concern to the entire system. Cross references in the second column refer to other parts of this report or to other items in this Annex.

<u>Functions (source)</u>	<u>Methods and procedures used to carry out functions</u>
<p>I. <u>Basic functions</u></p> <p>1. Under the authority of the Secretary-General, effectively assist him in carrying out his responsibilities as chief administrative officer, under the Charter of the United Nations, in the economic and social fields (resolution 32/197, Annex, para.64). To this end, the Director-General should have full and effective authority over all services and organs within the United Nations at the level of the secretariats in the economic and social sectors, without prejudice to their respective spheres of competence or the terms of reference as contained in their relevant legislative mandates, (resolution 33/202, Sec.IV, para.5(c)).</p>	<p>1. During these initial years pragmatic and <u>ad hoc</u> methods and procedures have been introduced. The JIU considers that the authority of the Director-General is not yet commensurate with his responsibilities (see Chapter II). The JIU proposes periodic meetings between the Secretary-General and the Director-General, with others participating as required, to enable the Secretary-General to provide instructions and guidance (see para.23), clarification and specification of the authority of the Director-General (see para.26), methods and procedures for the Office of the Director-General (see Chapters IV and V), and measures to remove the ambiguities surrounding the authority of the Director-General over various United Nations entities (see Chapter III).</p>
<p>II. <u>Coherence, co-ordination and efficient management within the United Nations</u></p> <p>2. Ensuring, within the United Nations, effective leadership and coherence, co-ordination and efficient management of all activities in the economic and social fields financed by the regular budget or by extrabudgetary resources. This applies equally to all services and organs within the United Nations without prejudice to their respective spheres of competence or terms of reference as contained in their relevant legislative mandates (resolution 32/197, Annex, paras.64(a) and (b)).</p> <p>(a) To this end establish policy-related guidelines for all activities undertaken by United Nations entities in the economic and social fields (resolution 35/203, para.7).</p> <p>(b) Exercise general oversight of proposals and actions at the Secretariat level in the economic and social fields, particularly from the point of view of their policy and institutional implications for the Organization as a whole (resolution 35/203, para.7).</p>	<p>2. The Secretary-General, while attaching high importance to delineating the Director-General's responsibilities in such a way as to ensure the commitment and full co-operation of all concerned, has adopted a pragmatic approach which takes into account the results of experience and consultations. JIU proposals are summarized under 1. above.</p> <p>(a) At present this function is centred largely in the preparation of the Medium-Term Plan (see V.A). JIU proposes additional areas of action such as ensuring a unified approach to development questions by the Secretariat (see para.26).</p> <p>(b) At present authority, methods and procedures are ill-defined (see Chapter II). JIU proposes specific measures (see para.26 and Chapters IV and V).</p>
<p>3. Act as the main link in the economic and social fields between the central United Nations intergovernmental machinery and related United Nations entities (A/33/410/Rev.1, para.23).</p>	<p>3. Authority of the Director-General and methods and procedures are not yet specified. JIU proposes specific authority for the Director-General to represent the Secretary-General at meetings of intergovernmental bodies (see para.26 and Chapter V.E) and clarification of the relationships between the Director-General and entities (see Chapter III). Methods and procedures are proposed in Chapters IV and V).</p>

Functions (source)

(a) Orienting and co-ordinating Secretariat inputs into these bodies (A/33/410/Rev.1, para.23):

(i) ensure that policy inputs for the General Assembly and other United Nations bodies involved in negotiations and discussions on issues of international economic co-operation and development are fully co-ordinated, properly synthesized and responsive to their requirements (A/33/410/Rev.1, para.31);

(ii) provide guidance and orientation for the effective harmonization of substantive preparations for, and positions taken on behalf of the Secretary-General in, policy discussions at the intergovernmental and inter-secretariat levels (A/33/410/Rev.1, para.31).

(b) Provide guidance on translating directives of central intergovernmental bodies into management terms and substantive policies and programmes which govern Secretariat actions (A/33/410/Rev.1, para.23).

(c) Catalytic role in ensuring that all elements of the United Nations conform to the policy guidelines established by the General Assembly (A/33/410/Rev.1, para.22).

(d) Provide guidance for the allocation of responsibilities among entities for carrying out the tasks involved (A/33/410/Rev.1, para.32).

(e) Promotion of initiatives, options and alternative courses of action which would facilitate progress in negotiations towards the New International Economic Order. Fostering, within the policy framework established by the General Assembly, of conceptual innovation by the United Nations (A/33/410/Rev.1, para.23).

(f) Provide guidance for the co-ordination and monitoring of the execution of intergovernmental decisions (A/33/410/Rev.1, para.32).

4. Provide guidance and orientation, from the standpoint of coherence and consistency with policy guidelines, for the translation of intergovernmental directives into concrete programmes (A/33/410/Rev.1, para.32).

(a) Drafting the introduction to the Medium-Term Plan covering the economic and social sectors (A/33/410/Rev.1, para.33).

(b) Guide and orient the elaboration of the overall objectives to be included in the Medium-Term Plan (A/33/410/Rev.1, para.33).

(c) Promote the resolution of policy differences at the Secretariat level, that might arise in the process of plan formulation and elaboration (A/33/410/Rev.1, para.33).

(d) Provide guidance and orientation for the harmonization of the planning, programming and budgeting processes, for the translation of the substantive policies of the Medium-Term Plan into the biennial programme budgets, and for evaluation exercises (A/33/410/Rev.1, para.33).

Methods and procedures used to carry out functions

(a) Director-General issues appropriate instructions but clearance procedures are not entirely satisfactory. JIU proposes a more selective system (see Chapter IV.A and D).

(i) see (a) above);

(ii) see (a) above. JIU also proposes clarifying the Director-General's rôle in preparing and co-ordinating the United Nations position at ACC and its subsidiary bodies (see para.28) and Chapter IV suggests methods to facilitate the carrying out of this task.

(b) Director-General approves appropriate directives and verifies the proper reflection of policies during the Medium-Term Plan process (see Chapter V.A). JIU proposes a limited extension of this practice for the programme budget (see para.26 and Chapter V.A).

(c) JIU proposes more systematic reporting arrangements (see Chapter IV.C) so that the Director-General can be kept informed and take necessary action.

(d) This function concerns both management and the resolving of jurisdictional issues (see Chapter V.B and C).

(e) This function cuts across many others and is a constant preoccupation of the Director-General. The required authority and the methods and procedures are the same as described under 1. above. Conceptual relationships should be strengthened as proposed in Chapter V.D.

(f) JIU proposes that the planning, programming, budgeting and evaluation systems be used for this purpose (see Chapter V.A, document A/36/171 and Chapter IV.E).

4. The main instrument now used for this function is the Medium-Term Plan. JIU proposes that the Director-General also ensures that the programme budget conforms to intergovernmental directives (see para.26, Chapter V.A and document A/36/171).

(a) The introduction to the Medium-Term Plan is being prepared by the Director-General in accordance with the calendar for the Plan (see para.66).

(b) The Director-General has issued instructions to this effect and will be following up (see para.66).

(c) This is related to function 3(d) above and will also be part of the process for the preparation of the Medium-Term Plan and the resolution of jurisdictional issues (see Chapter V.C).

(d) Methods as regards the Medium-Term Plan are in effect and JIU proposes a similar, though less intensive, approach for the programme budget (see para.26, Chapter V.A and document A/36/171). The Director-General has presided over a steering committee on evaluation and JIU proposes further efforts in this area (see para.69).

Functions (source)

5. Provide guidance and orientation for the further implementation of General Assembly resolution 32/197 that affects United Nations entities and programmes, including development of sound and manageable organizational structures for the new entities at United Nations Headquarters, the distribution of responsibilities among them and assessment of their capacity to meet demands made upon them (A/33/410/Rev.1. para.35).

6. Promote the effective use of the inputs of regional commissions in the work of central policy preparation and in the planning and programming processes within the Organization, and, conversely, consistency between policy preparation at the regional level and the global policy framework established by central intergovernmental bodies. Provide guidance for the achievement of the objectives contained in Section IV of the annex to resolution 32/197, including the decentralization of appropriate responsibilities and corresponding resources from Headquarters to regional commissions (A/33/410/Rev.1. para.34).

7. Provide guidance, orientation and co-ordination for the preparation of United Nations conferences dealing with economic and social matters with a view to ensuring conformity with the directives of the intergovernmental bodies concerned. Guide and orient the follow-up to be given to such conferences (A/33/410/Rev.1. para.36).

8. Broad policy oversight for economic and social information activities of the United Nations (A/33/410/Rev.1. para.37).

III. Leadership and overall co-ordination within the United Nations system

9. Ensuring the provision of effective leadership to the various components of the United Nations system in the field of development and international economic co-operation (resolution 32/197, para.64(a)).

(a) Providing guidance, orientation and co-ordination for the contributions of secretariats of the United Nations system to the formulation of the new international development strategy (E/1979/81, para.78).

(b) Directly assist the Secretary-General as Chairman of ACC (ACC/33/410/Rev.1, para.29).

(c) Oversee the functioning of the subsidiary bodies of ACC and ensure their responsiveness to the requirements of the intergovernmental bodies concerned (A/33/410/Rev.1, para.29).

10. Act as the main link in the economic and social fields between the central United Nations intergovernmental machinery and the other organizations of the United Nations system (A/33/410/Rev.1, para.23).

Methods and procedures used to carry out functions

5. The management responsibilities of the Director-General need to be facilitated by methods and procedures proposed by JIU (see Chapter V.B). Regarding distribution of responsibilities see 3(d) above. Assessment of capacity would be facilitated by evaluation (see para.68) and management studies (see Chapter IV.B).

6. Director-General holds periodic meetings with Executive Secretaries of regional commissions and the consultative arrangements which are being put into effect should reinforce this function (see Chapter IV.B). JIU will be carrying out separate studies of regional commissions which will include the questions of decentralization and redeployment of resources.

7. The Director-General maintains close contacts with the secretariats of special conferences to guide their work. In a separate report JIU will be proposing specific procedures to facilitate the planning, carrying out and follow-up for special conferences.

8. Director-General maintains close contact with the Department of Public Information.

Note: JIU plans to examine the functions of the Director-General which are of concern to the entire United Nations system in subsequent reports. Therefore, the observations and suggestions below relate only to that part of certain functions of concern to the United Nations itself.

9. For the United Nations see 2. above.

(a) For the United Nations see item 3(e) above.

(b) To provide the Director-General with the status required, JIU suggests the General Assembly might reconsider at an appropriate time the procedure for the appointment of the Director-General (see Chapter II.E).

(c) JIU suggests clarifying the authority of the Director-General (see para.26).

10. As regards the United Nations itself see item 3 above.

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Functions (source)

(a) Guide and orient the process of drawing upon the organizations of the system and synthesizing their contribution in support of decision-making and policy-making by central United Nations intergovernmental organs. This includes preparations for the policy reviews by ECOSOC of operational activities for development throughout the system (A/33/410/Rev.1, para.25).

(b) Ensure full appreciation of the concerns of United Nations intergovernmental bodies in fora within the United Nations system dealing with central aspects of international economic relations and negotiations.

(i) foster relations of mutual support between the work of these fora and that of the United Nations;

(ii) arrange for a systematic and coherent United Nations presence in these fora and for following closely the progress of relevant negotiations within the system (A/33/410/Rev.1, para.26).

11. Exercising overall co-ordination within the United Nations system in order to ensure a multi-disciplinary approach to the problems of development on a system-wide basis (resolution 32/197, Annex, para.64(a)).

(a) Provide guidance and co-ordination for the concerted execution by the United Nations system of relevant policy and programme recommendations emanating from the central intergovernmental bodies (A/33/410/Rev.1, para.27).

(b) Co-ordinating the implementation of those provisions of General Assembly resolution 32/197 having inter-secretariat implications (A/33/410/Rev.1, para.28).

12. Provide guidance and orientation for action in support of the objectives outlined in para.28 on operational activities of the annex to General Assembly resolution 32/197, including the promotion, on a system-wide basis, of mutual support and cross-fertilization between operational activities, on the one hand, and research, policy analysis and normative activities on the other.

(a) Promoting conceptual work on how operational activities for development can best be oriented, managed and harmonized in keeping with the objectives of the New International Economic Order.

(b) Ensure that the designation of resident co-ordinators commands the confidence of the system as a whole, through appropriate procedures for the selection of these officials and for the general functioning of the relevant inter-organization arrangements at the country level (A/33/410/Rev.1, para.30).

IV. Other tasks as decided by the Secretary-General

13. The Secretary-General could entrust to the Director-General other tasks in areas of responsibility related to the ensemble of the economic and social activities of the United Nations (resolution 32/197, Annex, para.64(b)).

Methods and procedures used to carry out functions

(a) For the United Nations see item 3(a) above.

(b) -

11. -

(a) For the United Nations see item 3(f) above.

(b) -

12. As regards the United Nations itself, the Director-General is overseeing a management study by AMS of the Department of Technical Co-operation for Development with clarification of mutual support as one of the objectives. JIU will revert to this question in other studies.

(a) For the United Nations see Chapter V.F.

(b) Procedures are in place for the appointment of resident co-ordinators. JIU will be carrying out a separate study on the Offices of Resident Co-ordinators.

15. Many tasks assigned have been of an ad hoc urgent character, usually involving the settling of disagreements on issues on which the Director-General has not been previously consulted. Others are of a continuing nature and some involve system-wide activities.

SELECTED BIBLIOGRAPHY OF MAJOR DOCUMENTS ON RESTRUCTURING OF THE ECONOMIC AND SOCIAL
SECTORS OF THE UNITED NATIONS SYSTEM AND FUNCTIONS OF THE DIRECTOR-GENERAL

- "Restructuring of the economic and social sectors of the United Nations system", General Assembly resolution A/RES/32/197 of 20 December 1977.
- "Progress report of the Secretary-General", ECOSOC document E/1978/28 of 21 April 1978.
- "Report of the Secretary-General", ECOSOC document E/1978/118 of 19 July 1978.
- ECOSOC decision 1978/70 of 4 August 1978.
- "Report of the Secretary-General", General Assembly document A/33/410/Rev.1 of 2 January 1979.
- General Assembly resolution A/RES/33/202 of 29 January 1979.
- "First progress report by the Secretary-General for 1979", ECOSOC document E/1979/81 of 17 July 1979.
- "Second progress report by the Secretary-General for 1979", General Assembly document A/34/736 of 29 November 1979.
- "Report of the Secretary-General", General Assembly document A/35/527 of 21 October 1980.
- General Assembly resolution A/RES/35/203 of 16 December 1980.
- General Assembly resolution A/RES/35/223 of 17 December 1980.

UNITED NATIONS ENTITIES CONCERNED WITH ECONOMIC AND SOCIAL
QUESTIONS

OSSECS	:	Office of Secretariat Services for Economic and Social Matters
DIESA	:	Department of International Economic and Social Affairs
DTCDD	:	Department of Technical Co-operation for Development
UNCTD	:	United Nations Centre on Transnational Corporations
UNCSTD	:	United Nations Centre for Science and Technology for Development
UNERG	:	United Nations Conference on New and Renewable Sources of Energy
UNDRO	:	Office of the United Nations Disaster Relief Co-ordinator
ESCAP	:	Economic and Social Commission for Asia and the Pacific
ECLA	:	Economic Commission for Latin America
ECWA	:	Economic Commission for Western Asia
ECA	:	Economic Commission for Africa
ECE	:	Economic Commission for Europe
UNRWA	:	United Nations Relief and Works Agency for Palestinian Refugees in the Near East
UNHCR	:	Office of the United Nations High Commissioner for Refugees
UNU	:	United Nations University
UNITAR	:	United Nations Institute for Training and Research
UNCTAD	:	United Nations Conference on Trade and Development
UNIDO	:	United Nations Industrial Development Organization
UNDP	:	United Nations Development Programme
UNICEF	:	United Nations Children's Fund
UNEP	:	United Nations Environment Programme
UNCHS	:	United Nations Centre for Human Settlements
WFC	:	World Food Council
UNFPA	:	United Nations Fund for Population Activities
